

**REPORT OF THE COMMITTEE ON  
LEGISLATION AND INTERGOVERNMENTAL RELATIONS**

**January 18, 2011**

The Honorable,  
The Board of Commissioners of Cook County

**ATTENDANCE**

Present: Chairman Suffredin, Vice Chairman Fritchey, Commissioners Beavers, Butler, Collins, Daley, Gainer, Garcia, Gorman, Goslin, Reyes, Schneider, Sims, Steele and Tobolski (15)

Absent: Commissioners Murphy and Silvestri (2)

Also Present: Maria De Lourdes Coss, Interim Purchasing Agent; Susan J. White, Susan J. White & Associates, Inc.

Ladies and Gentlemen:

Your Committee on Legislation and Intergovernmental Relations of the Board of Commissioners of Cook County met pursuant to notice on Tuesday, January 18, 2011 at the hour of 11:00 A.M. in the Board Room, Room 569, County Building, 118 North Clark Street, Chicago, Illinois.

Your Committee has considered the following items and, upon adoption of this report, the recommendations are as follows:

310500 PURCHASING AGENT (APPOINTMENT). Transmitting a Communication dated December 28, 2010 from TONI PRECKWINKLE, President, Cook County Board of Commissioners:

Pursuant to Illinois State law, specifically 55 ILCS 5/5-36002, I hereby appoint **MARIA DE LOURDES COSS** to the position of Purchasing Agent, effective immediately.

Maria De Lourdes Coss most recently served as the Director of Purchasing at the University of Illinois – Chicago's Office of Business & Financial Services. She also served as the Managing Deputy Procurement Officer for the City of Chicago's Department of Procurement Services.

Maria De Lourdes Coss is highly experienced in the area of public procurement and possesses executive procurement experience for public entities of comparable size to Cook County. Based upon the aforementioned, Maria De Lourdes Coss will be an asset to the Cook County Purchasing Department.

I submit this communication for your approval.

**\*Referred to the Committee on Legislation and Intergovernmental Relations  
on January 4, 2011.**

Ms. Maria De Lourdes Coss delivered remarks. Chairman Suffredin entered these remarks, as well as Interim Purchasing Agent Coss' resume, into the record. (See attached.)

Chairman Suffredin entered the following four letters into the record:

Letter from Mary A. Dempsey to President Preckwinkle, dated January 11, 2011. (See attachment.)

Letter from David P. Winters to President Preckwinkle, dated January 11, 2011. (See attachment.)

Letter from Hedy M. Ratner of the Women's Business Development Center to President Toni Preckwinkle, dated January 11, 2010. (See attachment.)

Letter from Ben Bagby of the State of Illinois Chief Procurement Officer to President Toni Preckwinkle, dated January 11, 2011. (See attachment.)

**Vice Chairman Fritchey, seconded by commissioner Goslin, moved the approval of Communication No. 310500. The motion carried.**

310501 SUSAN J. WHITE, SUSAN J. WHITE & ASSOCIATES, INC. (PROPOSED CONTRACT). Transmitting a Communication dated December 28, 2010 from TONI PRECKWINKLE, President, Cook County Board of Commissioners:

requesting authorization for the Purchasing Agent to enter into a contract with **SUSAN J. WHITE, SUSAN J. WHITE & ASSOCIATES, INC.**, whose name I am submitting for consideration as a county lobbyist. Ms. White will serve for a period of twelve (12) months beginning January 1, 2011 through December 31, 2011 in the amount of \$150,000.00. Ms. White has represented Cook County in Washington, DC since 1997. Her extensive knowledge of public health issues and federal funding make her uniquely qualified to continue to represent Cook County.

Estimated Fiscal Impact: \$150,000.00. Contract period: January 1, 2011 through December 31, 2011. (490-260 Account).

Approval of this item would commit Fiscal Year 2011 funds.

**\*Referred to the Committee on Legislation and Intergovernmental Relations  
on January 4, 2011.**

Derek Blaida delivered remarks on behalf of President Preckwinkle. Chairman Suffredin entered these remarks as well as Susan J. White's resume into the record. (See attached.)

Susan J. White answered questions put forth by the Commissioners.

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In response to Commissioner Sims' request, Ms. White agreed to provide to the Legislation and Intergovernmental Relations Committee a list of all public hospitals in the United States and the share of federal funds they receive.

**Vice Chairman Fritchey, seconded by Commissioner Daley, moved the approval of Communication No. 310501. The motion carried.**

Chairman Suffredin asked the Secretary to the Board to call upon the registered public speaker, in accordance with Cook County Code, Sec. 2-107(dd):

1. George Blakemore – Concerned Citizen


**Commissioner Daley moved to adjourn the meeting, seconded by Commissioner Sims. The motion carried and the meeting was adjourned.**

**YOUR COMMITTEE RECOMMENDS THE FOLLOWING ACTIONS  
WITH REGARD TO THE MATTER NAMED HEREIN:**

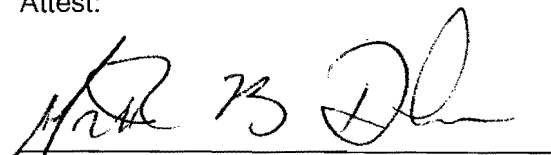
Communication Number 310500  
Communication Number 310501

Approved  
Approved

Respectfully submitted,  
Committee on Legislation and  
Intergovernmental Relations

  
Larry Suffredin, Chairman

Attest:

  
Matthew B. DeLeon, Secretary

\*An audio recording of this meeting is available in the Office of the Secretary to the Board, 118 North Clark Street, Room 567, Chicago, IL 60602.

**Office of the Purchasing Agent  
Confirmation Hearing for Purchasing Agent  
Maria de Lourdes Coss**

Thank you Chairman Suffredin and Commissioners of the Cook County Board. I want to take this opportunity to express my deepest appreciation to President Preckwinckle for appointing me as Purchasing Agent for Cook County.

As you see on my resume, I have a Master's Degree in Public Administration and over 24 years of public procurement experience. I have private sector, non-for-profit, local government, and higher education experience. Prior to becoming the Director of Purchasing at the University of Illinois at Chicago, I was Managing Deputy Procurement Officer at the City of Chicago. I returned to the City in 2005 after being at the Public Building Commission for almost five years when Mary Dempsey asked me to join her team to help her reenergize the Department of Procurement Services. I am a Certified Public Purchasing Officer and I sit on the Board of the National Institute of Governmental Purchasing. While at the University, I was appointed by Governor Quinn to the Business Enterprise Council to represent higher education and was also a member of the Disparity Study Oversight Committee.

This is an exciting opportunity to implement change to positively impact the lives of taxpayers. I share this administration's vision for transparency and efficiency to restore public trust in the operations of government. Consistent with the President's vision, the implementation of strategic efforts is imminent. It is important that we implement strategies that will help the County realize cost savings in its purchases in order to continue to deliver the services necessary for the taxpayers. It is also our goal to implement workshops to educate vendors regarding the process of doing business with the County in order to achieve more competition and greater participation by minority and women-owned businesses.

Through the implementation of strategic efforts, cost savings will be realized and relationships will be enhanced. A team approach to purchasing with the offices of other elected officials will help leverage volume. Working together will help us maximize the benefits of each other strengths and open the lines of communication. Better communication will be an asset in achieving greater transparency of procurement transactions.

Transparency in government is a nationwide topic when it comes to procurement. Many agencies throughout the country have some type of transparency initiative providing taxpayers a view of government operations, particularly government spending and contract awards. This initiative goes hand in hand with technology. We will be looking at short and long term solutions to achieve the level of transparency to which this administration has committed. The implementation of technology will also be an opportunity to rethink and streamline processes in order to eliminate any redundancy that ultimately results in inefficiencies and waste.

Finally, in order to create a sustainable base to continue to seek and implement best practices, it is crucial to establish a professional development program leading to certification in public procurement. The training has proven valuable in other organizations and it is a measure of excellence in the area of public procurement not only nationally, but also internationally. Holding a certification in public procurement such as Certified Professional Public Buyer (CPPB) or Certified Public Purchasing Officer (CPPO) elevates the level of professionalism of the staff, their expertise and credibility. These are designations that are highly regarded in the field of public procurement. The course work lead to the adoption to values and principles that should be upheld by qualified public procurement personnel.

In summary, the implementation of formal training and technology will help us build a solid base to continue to adopt best practices, think more strategically, build relationships, improve communication internally and externally, make processes more transparent, and help reduce the cost of services provided by the County. Thank you.

*Résumé*

**MARIA DE LOURDES COSS**

5933 N. Sauganash Lane  
Chicago, IL 60646  
(773) 286-0266 Home – (312) 927-3490 cell

**Career Objective:** To effectively lead the development of creative strategies to improve public procurement by promoting transparency, establishing benchmarks, streamlining processes, maximizing the use of technology and available resources, and enhancing competition while addressing social responsibilities.

**SUMMARY OF ACCOMPLISHMENTS:**

- Modified organizational structure maximizing available resources and improving efficiency.
- Implemented technology resulting in greater efficiency, improved communication, and greener environment.
- Reengineered procurement and contracting process resulting in significant reduction of cycle times, higher quality, improved customer service, and greater transparency.
- Developed and implemented inclusion strategies enhancing minority and female-owned businesses opportunities.
- Developed negotiation strategies and implemented benchmarks resulting in significant cost savings.
- Designed financial rating system leading to contracts with financially capable vendors.
- Developed and implemented professional development program enhancing personnel knowledge and credentials.

**EXPERIENCE:**

**2006-Present      University of Illinois at Chicago (UIC), Office of Business & Financial Services  
Director of Purchasing**

Oversee and approve procurement and contracting activities for the UIC. Developed a plan and continue to implement changes in the Purchasing Division geared to improve customer service, add value to each transaction, and enhance overall efficiency while promoting transparency, accountability, and productivity. Developed and implemented professional development program resulting in the certification of 86% of qualified staff. Developed and implemented changes to enhance the Minority and Female Business Enterprise program and increase the participation by certified firms in the procurement process. Developed operational requirements for the acquisition of technology to help manage workload, monitor the progress of projects, reduce cycle times, improve communication, and promote a greener environment. Review and make recommendations for the resolution of conflict of interests. Actively participate in the development of strategies to address procurement and contracting issues within the University and the Illinois Public Higher Education Consortium. Member of the Business Enterprise Program Council (on behalf of the State public universities). UIC representative at the green consortium initiative comprised of government agencies in Chicago.

**2005-2006      City of Chicago, Department of Procurement Services (DPS)  
Managing Deputy Procurement Officer**

Oversaw the procurement and contracting of goods and services for the City of Chicago. Led effort to eliminate a backlog of over 900 contracts and amendments while managing incoming requests for contract-related transactions. Implemented changes to the organizational structure of the department. Implemented a strategy to improve communication with client departments. Led a strategic team charged with the responsibility of streamlining the contracting process. Improvements include the development of processes for: the annual electronic submission of the Economic Disclosure Statement, the implementation of an annual buying plan, implementation of a vendor report card, simplification of contract packaging, streamlining of the signature process, and standardization/simplification of contracts. Participated and coordinated Procurement's role in other city-wide initiatives. Actively participated in the development of the Department's annual budget including defending the proposed budget before City Council. Responsible for approximately 3/4 of the Department's staff (approximately 90 staff positions).

- 2000-2005      Public Building Commission of Chicago (PBC)**  
**Director of Procurement**  
Redefined responsibilities and established a procurement structure within the organization. Oversaw the procurement, contracting, and contract compliance activities for the PBC. Developed and implemented procedures to streamline existing processes. Implemented procurement system to enhance overall efficiency and a greener environment. Redesigned and oversaw the implementation of the pre-qualification process. Developed and implemented dispute review procedures. Reviewed disputes and protests submitted to the PBC and recommended a course of action to the Executive Director. Established financial and qualifications benchmarks for the evaluation of contractors. Developed and implemented a performance evaluation process for general contractors and professional service firms. Researched and developed design errors and omissions claim procedures. Prepared analyses and presented results to the Board of Commissioners. Oversaw PBC's participation in MBE/WBE outreach activities and spoke on behalf of the PBC at conferences when required. Established an annual buying plan. Prepared the Purchasing Department's operating budget. Held director position in the City's Power Alliance Board on behalf of the Public Building Commission.
- 1998-2000      City of Chicago, Department of Purchases, Contracts & Supplies**  
**Deputy Purchasing Agent - Infrastructure and Social Services Contracts**  
Oversaw the procurement and contracting of the City of Chicago capital program and social service projects. Implemented procedures to streamline the procurement and contracting processes. Developed and implemented standard compensation provisions and negotiation benchmarks for A & E professional service agreements. Designed and oversaw the implementation of the pre-qualification process for the procurement and contracting of A&E services. Designed and implemented the performance evaluation process for construction contractors and A&E firms. Developed and implemented protest procedures. Participated in the review of disputes and protests and recommended course of action to the Purchasing Agent. Directed the drafting, review, and implementation of the construction contract standardization and the standard terms and conditions for A&E professional service agreements. Developed procedures to document A&E contract close-out.
- 1996-1998      City of Chicago, Department of Sewers**  
**Director of Procurement and Inventory Control—Capital Program**  
Oversaw the processing of contracts and amendments for design and construction. Developed strategy to expedite the contracting process and reduce cost. Streamlined change order process to address field issues in a timely manner. Implemented procedures to ascertain compliance with MBE/WBE, EEO and CRO requirements. Oversaw the invoice review process. Implemented controls to ascertain that contracts were closed and monies released.
- 1992-1996      City of Chicago, Mayor's Office of Budget & Management**  
**Chief Purchasing Officer for the Central Area Circulator Project**  
**(and Assistant Purchasing Agent—Department of Purchases, Contracts & Supplies)**  
Oversaw and directed all procurement activity, including: contract administration; DBE compliance; invoice review and approval process. Developed and implemented DBE compliance procedures in accordance with Purchasing Department's policies. Developed policies and established procedures regarding internal financial controls. Developed written submittal evaluation guidelines. Served as liaison between the Project and the Purchasing Department on procurement, contractual, and DBE compliance issues.
- 1989-1992      City of Chicago, Department of Purchases, Contracts & Supplies**  
**Contract Negotiator**  
Coordinated, prepared, and negotiated of complex professional service contracts. Prepared procurement documents and coordinated the evaluation of responses. Prepared proposals' cost & price analyses. Reviewed and analyzed the financial condition and technical expertise of consulting companies and recommended the selection of contract awardees. Prepared modifications and amendments as required. Administered the financial rating system for construction contractors. Researched, developed and implemented benchmarks for the negotiation of engineering contracts. Developed model RFQ and professional service agreement for use throughout the City.

- 1987-1989      **City of Chicago, Department of Purchases, Contracts & Supplies**  
**Financial Analyst**  
Outlined consultant procurement process for the City, designed annual evaluation procedures and developed criteria for the evaluation and selection of professional service consultants. Designed, implemented, and administered city-wide annual financial rating system for construction contractors.
- 1986-1987      **City of Chicago, Department of Revenue**  
**Auditor I**  
Conducted field audits of various businesses to determine compliance with municipal tax ordinances. Reviewed payment history of businesses during license renewal period. Conducted investigative activities to locate unregistered and non-paying tax collectors.
- 1986-1986      **Caballeros de San Juan Credit Union, Chicago, Illinois**  
**Financial Analyst-Commercial Loans**  
Prepared loan packages for small businesses and presented to bankers for approval. Conducted short seminars regarding the preparation of business plan and financial planning. Wrote articles for newsletter and prepared the Manual of Policies and Procedures for the Credit Union.
- 1985-1986      **Wieboldt Stores, Inc. Chicago, Illinois**  
**Staff Auditor-Internal Audit Department**  
Performed financial and operational audits; reviewed and evaluated internal controls for compliance with corporate policies and to identify system enhancements; performed system walk-through and detail tests of transactions; drafted audit reports to present findings to senior management.
- 1984-1984      **City of Tallahassee, Florida**  
**Office of Management and Budget**  
**Intern-Capital Budget**  
Assisted in the preparation of the City's annual Capital Budget and Capital Improvement Program; analyzed cost overruns and subsequent operating costs of new capital projects.

**EDUCATION:**

- 1984      Florida State University  
MPA, Financial Management & Budget
- 1980      University of Puerto Rico  
BSS-Business-Magna Cum Laude  
(Graduate courses in Public Administration)

**CERTIFICATION:**

- 2008      Certified Public Purchasing Officer, Universal Public Purchasing Certification Council

**MEMBERSHIPS AND ACTIVITIES:**

National Institute of Government Purchasing; National Association of Educational Procurement; Florida State University Alumni Association. Serve in the NIGP Chapter Relations committee; participant in the development of NIGP paper on government transparency; NIGP Board Member on behalf of Region 8.

References provided upon request.

MARY A. DEMPSEY  
400 S. STATE STREET  
CHICAGO, ILLINOIS 60605

January 11, 2011

Toni Preckwinkle  
President  
Board of Cook County Commissioners  
118 N. Clark Street  
Chicago, Illinois 60602

RE: Maria de Lourdes Coss

Dear President Preckwinkle:

I am very pleased to write in support of your nomination of Maria de Lourdes Coss as Purchasing Agent of Cook County. I have worked directly with Ms. Coss on purchasing matters for many years and believe she is an exemplary choice for Purchasing Agent for Cook County.

Ms. Coss has an outstanding professional reputation and record of work in the field of government procurement and purchasing. Not only is she extremely knowledgeable about the field as evidenced by her long and successful career, most importantly she is a person of high integrity and honesty. I first worked with Ms. Coss when she was the Director of Procurement for the Public Building Commission where the Chicago Public Library is a major client. Ms. Coss not only handled her duties with tremendous competence and professionalism, but I was always confident that she and her team were scrupulous in following applicable purchasing laws and procedures including adhering to the PBC's M/WBE policies and requirements.

So highly did I think of Ms. Coss' integrity and abilities that in 2005 when Mayor Richard M. Daley asked me to reinvent and revitalize the City of Chicago's Department of Procurement Services (DPS), I sought out Ms. Coss to leave the PBC and to assist me in my work at DPS. Ms. Coss became the Managing Deputy Procurement Officer. She was an invaluable member of our new team – devising and implementing a strategic plan, introducing efficiencies to eliminate a massive backlog, training staff in proper procedures and in the purchasing code and laws, introducing technology to ensure greater efficiency and accountability, and helping to set a tone of honesty, integrity, professionalism and competence that had been lacking in that department. The Department of Procurement Services was transformed for the better, thanks in large measure to the dedication and professionalism of Ms. Coss and those she recruited and trained at DPS.



President Preckwinkle

January 11, 2011

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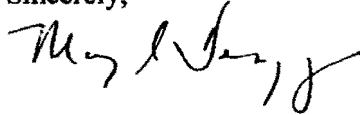
Ms. Coss' reputation in the profession continued to grow after I left DPS. In 2006, she was recruited to the position of Director of Purchasing at the University of Illinois at Chicago (UIC). I was very pleased to recommend her for that position, to the Chancellor of the University. Her outstanding work there for the past four years has obviously brought her to your attention.

I can think of no finer way to transform and professionalize purchasing for Cook County than to appoint Lourdes Coss as the Purchasing Agent for the County. And I can think of no finer way to set a tone of honesty, integrity and fairness within that department than to have Ms. Coss as its leader.

I recommend her to you with great enthusiasm. I know that she will make you, the Commissioners and the people of Cook County proud to know that its purchasing department will not only comply with applicable laws, but that their work will be marked by the highest degree of competence, innovation, professionalism and integrity.

I congratulate you on your selection of Ms. Coss. Please feel free to contact me directly if you or any of the Commissioners wishes to talk with me further.

Sincerely,

A handwritten signature in black ink, appearing to read "Mary A. Dempsey", with a stylized flourish at the end.

Mary A. Dempsey

January 11, 2011

The Honorable Toni Preckwinkle, President  
Cook County Board of Commissioners  
118 North Clark Street, Room 537  
Chicago, Illinois 60602

Re: Maria del Lourdes Coss

Dear President Preckwinkle:

It is an honor to be asked to furnish this letter in support of Lourdes Coss' appointment to the office of Purchasing Agent of Cook County. I have known Lourdes for fifteen years as both a client and colleague. In 1995, Lourdes represented the City of Chicago's Department of Purchases, Contracts and Supplies ("City Purchasing"), and I represented the City's Department of Law, on the team that worked on the development of the Central Area Circulator for the City. Lourdes was very knowledgeable about both procurement and City government. More importantly to me, she was very generous with her knowledge and her time, as I was new to City government at that point, and I learned a great deal from her.

In 1997, I joined City Purchasing as an Assistant Purchasing Agent, and was responsible for all procurement for the Department of Aviation. Lourdes was working as the contracts administrator for the Department of Sewers at that point. Fortunately, she was willing to take on a bigger role in City Purchasing, and became the Deputy Purchasing Agent for the City's infrastructure departments when I was appointed Deputy Purchasing Agent for Aviation. We worked closely together to standardize forms and practices across departments, manage change orders more effectively, and decrease the processing time for infrastructure contracts. We both left City Purchasing in 2000, but when I returned to the City Law Department in 2005, I was happy to learn that Lourdes had returned to the Department of Procurement Services as the Deputy Procurement Officer for the Department of Aviation. Once again we worked closely with each other in the effort to move the O'Hare Modernization Program from the planning stage to construction, and were able to initiate the controls and processes that facilitated the OMP's achievements in meeting their schedules and budgets.

As far as I am concerned, the County could not have made a better selection for its Purchasing Agent. Lourdes has the knowledge, interpersonal skills, patience, and most importantly, the integrity that is essential for public procurement work. I have no doubt that Lourdes will do well in the position of Purchasing Agent, and that her good work will reflect well upon and provide the necessary support to your administration, and County government as a whole. Please feel free to contact me at 312-628-7016 should you have any questions in this regard.

Sincerely,



David P. Winters



January 11, 2010

Toni Preckwinkle, President  
Cook County Board of Commissioners  
118 N. Clark, Suite 500  
Chicago, Illinois 60602

Re: Maria De Lourdes Coss

Dear Toni:

Maria De Lourdes Coss is the perfect choice for the position of Chief Procurement Officer for Cook County.

Very few people, locally or nationally, have the experience and the reputation that Lourdes Coss has in the procurement and purchasing community and among small business owners and the minority and women's business community.

She has had a major impact on public procurement and is committed to transparency, process improvement, the utilization of technology and ethics and integrity.

Her experience at the University of Illinois as Director of Purchasing resulted in the implementation of an organizational structure and processes that is exactly what Cook County needs in their procurement programs.

She served with esteem as Managing Deputy Procurement Officer at the City of Chicago and especially at the Public Building Commission where she expanded its compliance with Minority and women's business goals.

She has continued to be active in important purchasing organizations and in procurement and M/WBE councils to enhance and strengthen government procurement programs for minority and women business enterprises.

I commend the President's office for an excellent appointment of Lourdes Coss as Chief Procurement Officer.

Sincere personal regards,



Hedy M. Ratner  
Co-President  
Women's Business Development Center

STATE OF ILLINOIS  
CHIEF PROCUREMENT OFFICE



January 11, 2011

Hon. Toni Preckwinkle, President  
Cook County Board  
118 N. Clark Street, 5<sup>th</sup> Floor  
Chicago, IL 60602

Re: Lourdes Coss

Dear President Preckwinkle:

I am writing in support of the appointment of Lourdes Coss to the position of chief procurement officer for Cook County.

Her credentials are excellent with 24 years experience in government procurement, national certification (Certified Public Purchasing Officer) and a master's degree in public administration.

I could recommend her on the credentials alone, but she brings more to the job than that. From personal knowledge I know that ethics and integrity are paramount to her. She really enjoys profession of procurement and understands how procurement needs to work within the system to meet the goals of the larger organization.

A good leader recognizes that good staff is key to the success of the organization. One thing that especially impressed me was her dedication to her staff. She went to great lengths to train and raise the professionalism of the staff. Most of the buying staff now holds at least one procurement certification.

I had previously appointed Lourdes as Acting State Purchasing Officer for the University of Illinois at Chicago. That was a good decision on my part and I think you made a good decision to appoint her to your CPO position.

If you have any questions, please call me at 217-558-2254.

Sincerely,

A handwritten signature in black ink, appearing to read "Ben Bagby".

Ben Bagby  
Chief Procurement Officer for Institutions of Higher Education

Mr. Chairman, I appreciate the opportunity to present on behalf of President Preckwinkle a federal lobbying contract for Susan White of Susan J. White and Associates. Susan has had a relationship with Cook County for and began lobbying on behalf of Cook County in 1997.

Let me be clear on the current climate in Washington DC. This will be a difficult year for units of local government. As you know, upon becoming Speaker of the House, John Boehner and the Majority Caucus have outlined their governing priorities. Among those priorities are:

Reducing government spending and cutting appropriation levels by 9% under last year's marks, which are projected to save the federal government tens of billions of dollars;

Freezing and reducing domestic discretionary spending to save over \$50 billion. Domestic discretionary spending includes programming and federal grants to units of local government. The new House Budget Committee Chairman has previously advocated for discretionary funding to be level-funded through fiscal year 2014—that would mean reducing budget line items each year by the rate of inflation;

The new Chairman of the House Energy and Commerce Committee has proposed block granting Medicaid funds to states.

As you know, the federal government pays a fixed share of a state's Medicaid costs. If the federal government moves to block granting those dollars to states, it would then pay only a fixed dollar amount of a state's costs.

If Illinois exceeded the amount of Medicaid funding provided to it, the state would be responsible for all costs that exceed the cap.

Even with the income tax increase that was passed last week by the Illinois General Assembly, Illinois remains billions of dollars in debt. Block grants could be devastating to our Health and Hospitals System.

Also targeted by Members of both parties are continuing appropriations to help reduce the federal deficit. Already identified by Members of both parties are funds that we receive, allocated in the Benefits Improvement and Protection Act of 2000, for funding our health system. From this appropriation alone, we receive over \$130 million per year.

And Members of both parties in both chambers have said earmarks will be eliminated within the budget this year.

The federal budget for FFY 2012 will be smaller than the one currently in effect. And cuts will be made to states and units of local government. We will take every opportunity that is presented to bring more federal resources home to Cook County, including submitting projects for inclusion with the surface transportation reauthorization bill.

But our first priority will be defending and keeping the resources that we receive from Washington DC. That is responsible course of action. Helping us do that again this year will be Susan White.

Susan's government relations practice spans over thirty years in Washington on federal, state and local government issues, including health and tax policy legislation and regulation. She has successfully sought direct funding under Medicaid for hospitals, specific tax provisions for her clients and appropriations funding for local projects in the social services and infrastructure areas.

Susan worked for ten years as a health and tax and finance lobbyist for the National Association of Counties and in her own business has represented numerous counties over the years.

Susan has over thirty years in Washington DC, working closely with key congressional leadership offices and congressional committees, including the Senate Committees on Finance and on Health, Education, Labor and Pension (HELP); the House Committees on Ways and Means, on Energy and Commerce, and on Education and Labor; the Senate and House Committees on Appropriations and others.

She works with numerous public interest and trade groups in Washington, including the American Hospital Association, the National Association of Public Hospitals, the National Association of Children's Hospitals, the National Governors' Association, the National Association of Counties, the National Conference of State Legislatures, the U.S. Conference of Mayors and the National League of Cities.

She has a reputation for honesty and competency among members of the Cook County and Illinois Congressional Delegation and I am happy to present her contract for this committee's consideration.

Susan or I am happy to answer any questions that you or any committee member may have for us.

**SUSAN J. WHITE**  
**1020 North Fairfax Street, #202**  
**Alexandria, Virginia 22314**  
**Office: (703) 683-2573**  
**Home: (703) 548-9175**

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## **PROFESSIONAL EXPERIENCE**

### **President, Susan J. White & Associates (SJWA), July 1992-Present**

Ms. White's government relations practice has represented clients for over nineteen years on federal, state and local government issues, including health and tax policy legislation and regulation. SJWA has successfully sought direct funding under Medicaid and Medicare for hospitals, specific tax provisions for clients and appropriations funding for local projects in the social services, education and infrastructure areas. Ms. White has represented and consults with the following non-profit and governmental entities:

- Los Angeles County, California in Washington on all federal health financing, mental health, public health and HIV/AIDS issues;
- California Health Insuring Organizations (CAHIO), a state-wide association representing California's non-profit Medicaid managed care entities
- CenCal Health—one of the nation's first Medicaid non-profit HMO's located in Santa Barbara, California on Medicaid funding;
- Cook County, Illinois in Washington on health care and other legislative and funding matters;
- National Association of Government Defined Contribution Administrators (NAGDCA) on all pension and tax matters affecting state and local government defined contribution plans, including 401(k)s, 457 (b) plans and 403(b) plans for public employees;
- The New Hampshire Association of Counties on public nursing home financing;
- Sisters of Charity Foundation, Cleveland, Ohio consulting and federal advocacy on urban public education and neighborhood reforms/the Obama Administration's Promise Neighborhood initiative;
- Shelby County and the Shelby County Regional Medical Center, Memphis, Tennessee on health care financing issues;
- Cuyahoga County, Cleveland, Ohio on numerous tax, health and human services programs and projects;
- Wisconsin Counties Association and Milwaukee County to design and implement key tax and Medicaid projects;
- Maricopa County, Arizona, consulting with the State of Arizona Medicaid program;
- California HealthCare Association in Washington on Medicaid issues;
- California Association of Public Hospitals (CAPH) in Washington on Medicaid issues;

- Napa County, California and the Partnership HealthPlan on federal Medicaid issues;
- New Mexico Association of Counties to design and implement a Medicaid and indigent care program;
- California Healthcare Association in Washington on Medicaid issues;
- California Association of Health Insuring Organizations (CAHIO) on Medicaid and Medicare matters.

During her over thirty years in Washington DC, Ms. White has worked closely with key congressional leadership offices and congressional committees, including the Senate Committees on Finance and on Health, Education, Labor and Pension (HELP); the House Committees on Ways and Means, on Energy and Commerce, and on Education and Labor; and the Senate and House Committees on Appropriations. She has extensive experience in working with a number of Administrations and in representing clients' interests before the White House and many of the Executive Branch departments. She works with numerous public interest and trade groups in Washington, including the American Hospital Association, the National Association of Public Hospitals, the National Association of Children's Hospitals, the National Governors' Association, the National Association of Counties, the National Conference of State Legislatures, the U.S. Conference of Mayors and the National League of Cities.

#### **Associate, S.R. Wojdak & Associates, 1991-1992**

As an Associate in the Washington, D.C. office of a private consulting firm, Ms. White developed a federally based health care and local government policy practice. While at the firm, Ms. White also worked as a consultant on Medicaid, public health and provider concerns with Los Angeles County, CA; Cuyahoga County, OH; Cook County, IL; the New Mexico Association of Counties; and Fulton County, GA.

#### **Associate Legislative Director, National Association of Counties, 1981-1991**

From 1985 to 1991 Ms. White served as the chief lobbyist and policy expert for tax and finance issues. She was staff director to the Association's Taxation and Finance Steering Committee and was responsible for advising committee members in the areas of state and local finance and federal tax policy, including tax-exempt bonds, general revenue sharing, inter-state taxation and the state and local tax deduction.

She represented the Association's interests before Congress and the Executive Branch; wrote testimony for members; wrote and published numerous articles and publications for the association paper, County News; and managed all research and special tax related projects within the association.

Ms. White was responsible for all activities of the Association related to the 1986 Tax Reform Act. She was involved in saving the state and local income and property tax deduction and helped to form the Coalition against Double Taxation on that issue. She lobbied successfully to scale back initial efforts to eliminate much of the access of state



and local governments to tax-exempt bonds, working closely with a network of public interest groups.

From 1981-85, Ms. White was the chief health and education lobbyist for the National Association of Counties. She served as staff director for the Association's Health and Education Steering Committee and worked with members to develop a presence for county government in Washington on public health and education policy concerns, forging positions on federal health and education policies and implementing federal health care and education legislative strategies. Ms. White wrote testimony for and worked with local elected and appointed officials, public hospital and nursing home administrators and formed national coalitions to fight Medicaid cap proposals in the early eighties.

While at the National Association of Counties, Ms. White sought and obtained funding for the first national conference on indigent health care. The project was jointly conceived and managed by Ms. White and the National Governors' Association. The conference was held in San Francisco in the fall of 1983 and papers and proceedings on the intergovernmental roles related to indigent care were published. All publications were edited and coordinated by Ms. White and the National Governors' Association.

**Project Associate, National Institute for Work and Learning, 1980-81**

Developed and implemented research projects related to education, training and economic development issues nationwide. Wrote and published a major document for the U.S. Department of Labor entitled "Linking Employment and Training and Economic Development Policies".

**Intern, United States Senate Committee on Labor and Human Resources, 1980**

Worked for the Committee Chairman, handling higher education and human resources policies and legislation. Advised the Committee and conducted research, assisted in hearings and the development of briefing materials related to President Carter's proposed Youth Act of 1980. Also worked on legislation to reauthorize the Higher Education programs.

**Research Assistant, Federation for Community Planning, Cleveland, Ohio, 1978-80**

Provided staff support to and helped to organize the community-wide Council on Children at Risk to address program and policy concerns affecting child abuse. Wrote proposals and conducted research on human resources and child abuse issues.

**Child Welfare Social Worker, Monroe County Department of Public Welfare, Bloomington, Indiana, 1976-1978**

Managed family and child welfare cases where children were at risk of abuse and/or neglect. Counseled families and individuals worked with clients to obtain community resources for enhanced living.

**EDUCATION/AFFILIATIONS**

Case Western Reserve University, School of Applied Social Sciences, Cleveland Ohio, Masters of Social Science Administration, 1980

Indiana University, School of Social Work, Bloomington, Indiana, Bachelors of Social Work, 1976

Elected Member, Mandel School of Applied Social Sciences Dean's Visiting Committee, Case Western Reserve University, 2008-2012, Cleveland, Ohio

**PAPERS, PUBLICATIONS AND PRESENTATIONS**

"Implementing Health Reform: Opportunities and Challenges", National Association of Counties, Large Urban County Caucus, Los Angeles, CA, June 2010.

"The Washington Report: Saving for Retirement: Federal Tax and Budget Legislation Affecting State and Local Government Retirement Plans", National Association of Government Defined Contribution Administrators (NAGDCA) Annual Conference, Austin, TX, September 2009.

Case Western Reserve University Mandel School of Applied Social Sciences Guest Lecturer, June 2009, Social Work, Advocacy and Lobbying at the Federal Level

"The Future of Metropolitan Hospitals and Health Systems", National Association of Counties (NACo) Large Urban County Caucus (LUCC) Baltimore, MD, October 2008.

"The Washington Report: Saving for Retirement: Accumulation and Dissemination of Assets: The Federal Picture" National Association of Government Defined Contribution Administrators (NAGDCA) Annual Conference, Baltimore, MD, September 2008.

"Overview: Federal, State and Local Government Defined Contribution Plans and Federal Policy Developments": National Association of Government Defined Contribution Administrators Industry Roundtable, Washington, DC, May 2008.

"Federal View, Update, Funding and Ryan White Reauthorization Concerns": World AIDS Day, Los Angeles, California, December 1, 2007.

"The Washington Report: Saving for Retirement: Accumulation and Dissemination of Assets: The Federal Picture" National Association of Government Defined Contribution Administrators (NAGDCA) Annual Conference, Palm Springs, CA, September 2007.

Presentation "Federal Budget and Policy Issues Affecting Early Childhood Development" Cuyahoga County Invest in Children Leadership Council, September 2006.

"The Washington Report: Pension Protection Act of 2006 and US Senate Resolution on Retirement Savings" National Association of Defined Contribution Administrators (NAGDCA) Annual Conference, Kansas City, MO, September 2006.

"Public Hospitals: Federal Advocacy Stepped Up" March 7, 2006, National Association of Counties, Health and Education Steering Committee, Annual Legislative Conference, Washington, DC.

"The Washington Report: Shaping Retirement Security" National Association of Defined Contribution Administrators (NAGDCA) Annual Conference, Salt Lake City, UT, September 2004.

"Federal Developments in Medicaid/Impact on Medicaid Managed Care in California and Nationwide" California Association of Health Insuring Organizations (CAHIO) Annual Conference, Santa Barbara, CA September 2004.

Agency for Health Care Research and Quality (AHRQ). Participant in Conference to discuss Tax-Exempt Hospitals.

"The Washington Report: Retirement Security and Individual Responsibility", National Association of Defined Contribution Administrators (NAGDCA) Annual Conference, Nashville, TN, September 2003.

"Retirement Policy in the Post-Enron Era", National Association of Defined Contribution Administrators (NAGDCA) Annual Conference, Scottsdale, AZ, September 2002.

"Award of Excellence for Disability Program," Program Judge, National Association of Counties (NACo), April 2002, April 2003, May 2004.

"How a Tax Bill Becomes Law", Power Point document created by SJW and presented at National Association of Defined Contribution Administrators (NAGDCA) Annual Conference, September 2000.

"Medicaid and Federal/State Disproportionate Share Hospital (DSH) Programs", Briefing for State Hospital Association Executives, Jones, Day, Reavis & Pogue, Washington DC, February 2000.

"The Washington Report", National Association of Government Defined Contribution Administrators (NAGDCA), Annual Conference, September 1999.

"Federal Retirement Issues: Impact on State and Government Pension Policy", California Public Employees' Retirement System (CalPERS), Board of Directors, March 1999.

"Status of Federal Tax Legislation and State and Local Government Pension Policies", National Association of Government Defined Contribution Administrators Annual Conference, St. Louis, Missouri, September 1995.

"The Future of Public Pension Reform and State and Local Government Deferred Compensation Programs", Government Finance Officers Association, Annual Conference, Portland, OR, May, 1996.

"Working with Congress: Using a Grassroots Approach", National Association of Government Defined Contribution Administrators Annual Conference, St. Louis, MO, September 1995.

"Status of Federal Welfare Reform and Its Potential Impact on County Government", presented at Cuyahoga County Board of Commissioners Public Forum, Cleveland, Ohio, May 1995.

"Federal Health Reform", keynote address, Health Care Financial Management Association Atlantic Regional Conference, Baltimore, Maryland, May 1994.

"National Health Reform and Women's Health", presented to the WomenSpace Options '93 Conference, Cleveland, Ohio, October 1993.

"National Health Reform and the Restructuring of Medicaid", presented at the Federation for Community Planning Health and Human Services Institute, Cleveland, Ohio, March 1993.

"State and Local Governments as Payors and Providers of Public Health Services", presented to the Government Finance Officers Association Board of Directors in Chicago, Illinois, November 1992.

"Medicaid and Financing County Public Health Systems", presented to a workshop entitled, "Counties and Medicaid" at the National Association of Counties Annual Conference in Minneapolis, Minnesota, July 1992.

"Federal Tax Policy: The Impact of Tax-Exempt Bond Restrictions on County Government," presented to the California Public Finance Institute, January 1990, San Francisco, California.

"State and Local Government Issuers: Constitutional Protection?," presented to the National Association of State Treasurers Annual Meeting, Williamsburg, Virginia, 1988.

"The Impact of Tax Reform on States and Local Government," presented to the Missouri County Commissioners Association, 1987, Jefferson City, Missouri.

"Federal Budget and Tax Policy and County Government," presented to the Alabama Counties Association, March 1986, Birmingham, Alabama.

"Linking Employment and Training and Economic Development," U.S. Department of Labor, Office of Employment and Training, 1981.